



# ***RECRUITING TRENDS***

**2010-2011**

*40th Anniversary Edition*

**MICHIGAN STATE  
UNIVERSITY**

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# Recruiting Trends 2010-2011

A Michigan State University Publication

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# Corporate Sponsors

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**MERCER**



# Executive Summary

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Despite the gloomy national labor market situation, the college segment of the market is poised to rebound this year. While overall hiring across all degrees is expected to increase 3%, hiring at the **Bachelor's level is expected to surge by 10%** according to the **4,600 employers** who responded to Michigan State University's *Recruiting Trends 2010-2011* survey. Led by upturns in hiring in manufacturing, professional and scientific services, the federal government, and large commercial banks, the Bachelor's market will enjoy its first expansion in two years. With this good news comes a word of caution. This step is the first out of a deep hole; yet, many organizations are still not in a position to contribute positively to hiring.

The average figures reported above mask what is actually happening in the college job market. In fact, college hiring growth is being generated by only a small group of organizations (approximately 350 to 400) who have separated themselves from the rest of the pack. This group is comprised of two highly optimistic cohorts:

- **Large companies** who are aggressively filling positions that have been open for several years.
- **Fast growth and small companies** who are creating new positions.

The MBA market, which is also awakening, paints a very different picture. An equal number of employers are decreasing as are increasing their hiring. Fortunately, employers who are expanding their MBA workforce more than offset the cuts being made by other companies. This market segment will remain tight as the supply of graduating MBA students is high.

Nearly 40% of employers indicate that they will seek candidates from across "all majors," focusing more on the skills and abilities needed in the organization than the academic discipline. "All majors" is not a proxy for the liberal arts but a signal that **employers are seeking the best talent regardless of major**. Business majors will be the strongest discipline in this market with the rebound of accounting hires. Engineering appears sluggish with the exception of computer science and IT students whose market is exploding this year. Some majors will see fewer opportunities, including construction, law, publishing, nursing, social services, and health sciences in general.

Salaries have dropped precipitously in the last two years, from \$46,500 in 2008-2009 (at the Bachelor's level) to \$36,866 this year, a decline of almost \$10,000. This drop cannot be taken at face value because there are several possible factors at play. Since the *2008-2009 Recruiting Trends* study, the sample size has grown exponentially, creating a new baseline for salary information. The decline in the reported average is influenced by the volume of small, mid-sized and non-profit organizations that traditionally have more modest salary offers. The lack of a stronger upward movement in engineering recruiting also may have had an effect. Still, it is apparent that **salaries have stagnated during the last two years**.

**The best recruiting strategies still depend on connections** between faculty, students, career services professionals, alumni and hiring staff in organizations. Clearly, career services professionals are challenged to play more of an "agent" role to make these connections happen.

Students who have started their job search early, are flexible, and can express their skills and abilities in terms of how they add value to the organization will be in the best position to seize opportunities in this (still) very competitive job market. The best advice to students is:

**BE FOCUSED, BE DIRECTED, and BE CONNECTED.**



# General Overview

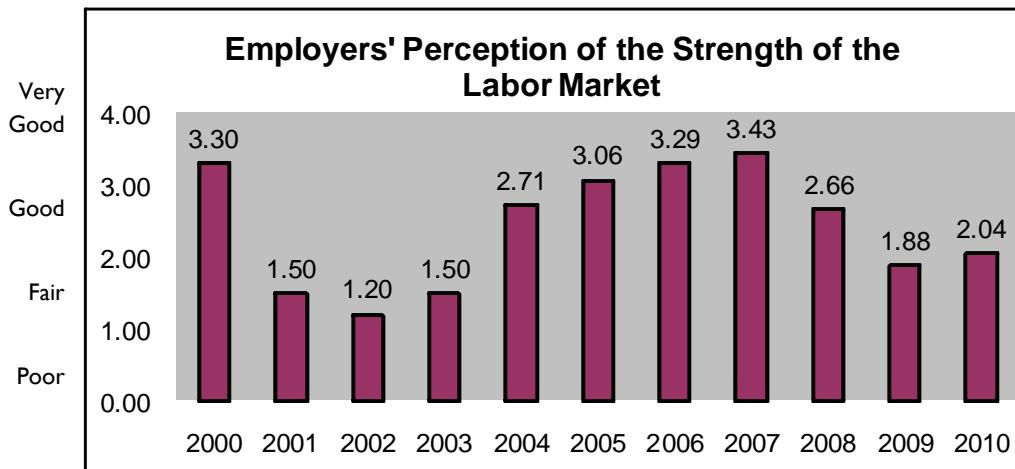
As I sat down to write this year, the Bureau of Labor Statistics released October's job report showing the private sector added over 150,000 jobs during the month. This number should be cause for celebration as it is the first strong increase since May 2010. However, in consulting what other labor market experts have been forecasting, we see a mixed set of perceptions. Despite the economy showing early signs of sustained recovery, to many analysts the job market has remained anemic. Several examples illustrate the current situation.

- **Office Depot Small Business Index:** Office Depot's recent survey indicated that 81% of small business expected an increase in sales, 59% expected an increase in profit but only 44% expect to hire new employees.
- **Manpower Employment Outlook:** Manpower's third quarter was optimistic, reporting a better hiring situation with more employers increasing than decreasing payrolls, resulting in an estimated +6% improvement. Their fourth quarter report was subdued as more employers signaled that they would not increase hiring. Nonetheless, their fourth quarter outlook was up 5%.
- **Bureau of Labor Statistics:** The Bureau constantly updates its non-farm employment statistics by economic sector at the end of each quarter. The preliminary October figures send a mixed message. Some sectors are showing improvement in the number of employees compared to a year ago. Other sectors are still shedding jobs. The table on the next page looks at several sectors that are important to the college venue (remember these figures are for all employees and not separated by education level). A few highlights:
  - **Retail:** A surge in employees the last two months in preparation for the holiday season; most are temporary.
  - **Financial Services:** The entire sector is showing a drop in employment. Insurance/securities and investment firms are showing declines, while commercial banking, despite the highest number of bank closures this year, is seeing a resurgence.
  - **Manufacturing:** A very mixed picture. Strong hiring advances in computer and electronics, electrical equipment, and motor vehicles are examples of expanding sectors, while food and chemicals have cut employment (the latter significantly).
  - **Professional Services:** An employment sector of choice for many college students, this sector has still not recovered, especially in accounting, architectural, and engineering services. Solid employment growth did occur for computer services and management consulting. Legal services recovered slightly but is still weak.
  - **Information Services:** Steep losses in telecommunications and publishing have put the brakes on growth in this sector. The gains in motion pictures and broadcasting have not off-set the overall decline. Thinking of working for Google or Facebook? Try somewhere else as this sector has also shed jobs.

This year's report is based on nearly 5,800 respondents, of which approximately 4,600 provided useable information, and 3,714 included complete hiring figures used for the projections. We continued our focus on fast-growth companies and expanded our efforts to ensure a representative sample of employers. We were greatly aided by the efforts of **over 100 colleges and universities** around the country who contacted employers and personally requested their participation in the survey. The result of these invaluable partnerships is the **largest, geographically broadest, and most diverse mix of employers** ever tapped for *Recruiting Trends*.

The entire country needs a positive jolt of good, sustained economic news. The signs suggest that parts of the economy are beginning to rebound. Productivity is strong; companies are making investments in technology; more IPOs are being positioned; and the housing market, for all its tragic comedy, has stabilized. Yet, as the election results suggested, the country is still divided, frustrated, and deeply concerned about the IOUs that are coming due at all levels of government. We are in a "Beowulf moment," attacking the immediate problems of state finances, while ignoring the bigger problems (environmental change, energy, and true healthcare reform). The figures do not lie. State and local government — including public institutions of higher education — will be shedding jobs during the next year, possibly negating any gains from the private sector.





**Bureau of Labor Statistics  
Employment Selected Sectors  
(year over year)**

Sector	Total Payroll
Accounting	Down
Engineering Services	Down
Computer Services	Up
Management Services	Up
Electronics	Up
Electrical Equipment	Up
Motor Vehicles	Up
Chemicals	Down
Food Processing	Down
Health Services	Up
Accommodations	Up
Retail	Up
Broadcasting	Up
Web Hosting	Down
Publishing	Down
Commercial Banking	Up
Securities & Investments	Down
Insurance	Down
Federal Government	Up
State Government	Down
Local Government	Down

# Employer Intentions

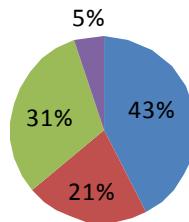
**Employer Certainty.** This year, 32% of our respondents reported they had **definite plans** to hire college graduates during the 2010-2011 academic year. This figure is a slight improvement from the 27% reported last year but remains below the high point of 47% reported two years ago. Approximately 20% of the employers have preliminary hiring targets for the next year that include new college graduates. An additional 35% will enter the season **uncertain** as to their hiring intentions (a noted improvement over last year's 42%). Although only 13% of the employers indicated that they would not be hiring this year, this percentage remains at the same level as last year.

An examination of the intentions of employers who hired new graduates last year (70%) and those who did not hire last year (30%) provided several interesting observations, as illustrated by the charts below:

- Employers who **hired last year** are more confident about hiring this year, comprising 43% of those with definite hiring plans and 74% of those with preliminary targets.
- Both groups show a high level of uncertainty about the economy, with almost one-third of those who hired last year and almost one-half of those who did not awaiting more signs of recovery.
- Those who did not hire last year comprise 73% of those not hiring this year, indicating that a small segment of the college employment base is having a difficult time finding traction in this economy.

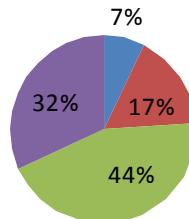
## Intentions of Employers Who Hired Last Year

■ Definitely Hire ■ Preliminary Targets ■ Hire Uncertain ■ Will Not Hire



## Intentions of Employers Who Did Not Hire Last Year

■ Definitely Hire ■ Preliminary Targets ■ Hire Uncertain ■ Will Not Hire



**Direction of Hiring Plans.** Even with **definite and preliminary** plans to hire, it cannot be assumed that employers will be increasing their number of hires over last year. Across all degree levels, it appears that approximately 35% to 45% of employers will be increasing their hiring targets from last year. However, slightly more will be *decreasing* the number of hires this year compared to last. The one exception can be found at the bachelor's level.

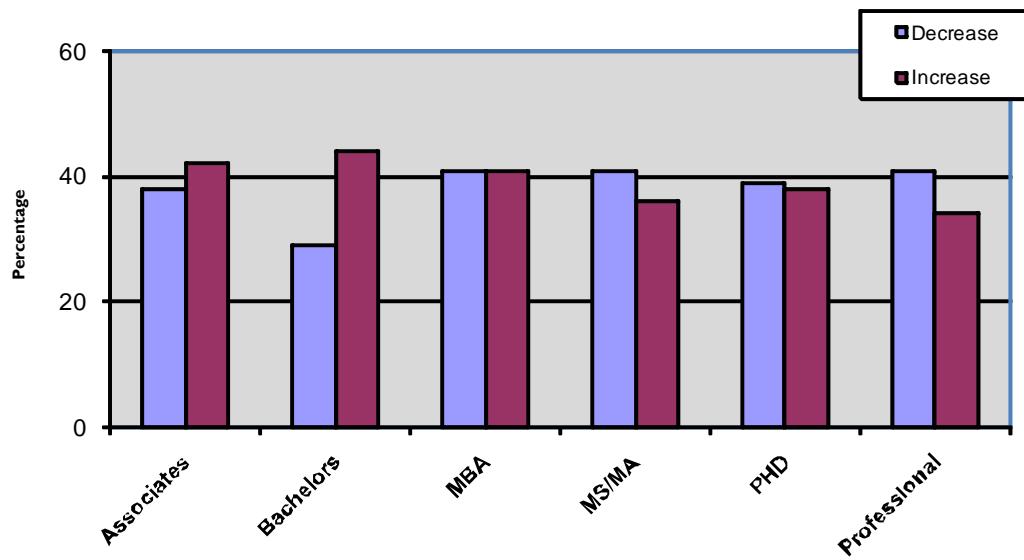
At the **bachelor level**, the number of employers cutting positions declined sharply, and more companies will be holding their hiring at the same level compared to last year.

The **MBA** market shows bifurcation in that an equal number are decreasing employment as increasing, leaving fewer companies holding their hiring at the same level as last year.

The labor situation for **Master's** degree recipients and **Professional** candidates appears to be more strained, with a wider gap between the share of those increasing and decreasing employment opportunities.

While the overall labor situation throughout the U.S. remains subdued at best, the intentions reflected in this section paint a more optimistic picture, at least for the bachelor's degree level, albeit a slightly unfocused one due to the nagging high level of uncertainty.

**Firms Planning to Increase or Decrease Hiring by Degree Level**



# College Hiring for 2010-2011

Approximately 3,714 respondents provided complete hiring information, representing 122,000 opportunities for employment across all degree levels (nearly 87,350 or 72% of the total estimated hires are at the Bachelor's level). **Overall, total hiring will increase modestly by 3%, a significant increase over last year's hiring forecast.** The entire college labor market is being leveraged by positive gains for Bachelor's degree hiring where the labor market is expected to expand by 10%. The MBA market, where employers are adding on average one additional graduate, will also improve by 10%. Hiring at other levels except PhD's will decrease compared to last year.

**Comparison of College Hiring Between 2010-2011 (All Respondents)**

	NUMBER	AVERAGE HIRED 2010	AVERAGE EXPECTED 2011	CHANGE
Total Hiring	3,714	31.6	32.8	+3%
Associates	817	9.7	9.1	-6%
Bachelors	3,325	23.9	26.3	+10%
MBA	728	6.9	7.6	+10%
MS/MA	1,026	10.0	9.8	-2%
PhD	318	6.8	7.0	+5%
Professional	328	15.7	7.0	-13%

- **Bachelor hiring appears to be more aggressive this year.** Examining the distribution of the change in hiring reveals that the majority of organizations are clustered around the mean, either adding a few jobs or cutting a few jobs. However, a subset of organizations (about 15%) are clustered at the positive end away from the mean. This distribution suggests that a small group of companies is pushing hiring upwards. If this group is taken away, bachelor hiring would remain relatively flat for a second year. This positive push may not be equally felt across the country or at all schools. The appearance of a robust market based on fall recruitment activity may not be deep enough to last into spring.
- **MBA's appear to have found traction with another positive gain,** the second year in a row. However, the distribution of change in hiring is skewed toward the ends with few organizations in the middle. Companies are either reducing or increasing MBA hiring at a significant rate.
- Last year, the average number of total projected hires per company was 26 individuals (across all degree levels). Based on the information provided this year, last year's actual average total hires per company was 32. At the Bachelor's level, the 20 per company projection converted to 24 actual hires. This improvement in projections versus actual hires suggests that (1) employers who were uncertain going into last year ended up hiring, and (2) some employers raised their hiring targets based on improvements in the economy during the recruiting season.

By comparing projections and actual hiring information, the following patterns were observed.

- Companies that plan to **increase their hiring this year** will add **on average 37 Bachelor's level candidates**, representing a 44% increase in their Bachelor hires from the previous year.
- Companies that plan to **decrease their hiring** will add **on average 13 Bachelor's level candidates**, representing a 39% decrease in their Bachelor hires from the previous year.
- Companies that plan to **increase hiring this year** will add **on average 12 MBA graduates**, representing a 100% increase in their MBA hires from the previous year.
- Companies that plan to **decrease their hiring** will add **on average 3 MBA graduates**, representing a 55% decrease in their MBA hires from the previous year.



# Company Size: All Employers Are Pitching In!

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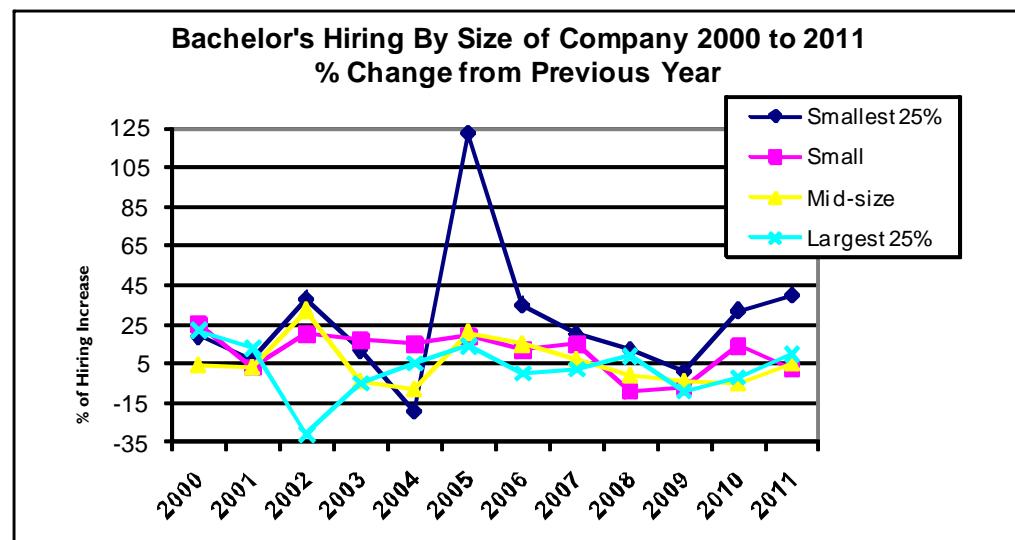
For the past decade, this report has stressed the importance of small companies to the overall hiring of new college graduates. Over this period, small companies have consistently contributed to the total number of new hires compared to larger firms. The importance of these firms to the total hiring picture is again reflected in this year's sample. Significantly, organizations under 500 employees comprised 67% of the responses, which is close to the national distribution of companies. The uncertainties in the economy caused by limited credit, higher costs for healthcare, and low consumer confidence has stymied many small employers. Despite the conditions, small employers played an important role last year in stabilizing the college labor market, and this year they are once again contributing positively to the hiring of new grads. **However, this year's labor market is dominated by a resurgence in hiring by the largest firms.** Weakness persists among medium sized firms and smaller firms at some degree levels.

- **Small establishments** (< 8 employees) were previously omitted from this study because they typically represented staffing agencies and establishments that hire temporary or part-time workers. During the past two years, more single proprietor establishments, such as medical clinics, advertising/event planning businesses, public relations firms, insurance and IT service providers have participated in the survey. Among the 322 establishments in this category, an increasing number are start-ups, a new contributor for this study. These firms plan to increase Associates, Bachelors, Masters and Doctoral hiring by 2 to 3 more individuals per firm. The biggest growth will occur at the PhD level with companies tripling their hiring.
- **Fast growth companies** (9-100 employees) have been closely followed in this study for several years. This size category represents 33% of the sample. While not all companies can be defined as fast growth, the hiring expectations are positive across all degree levels. Companies plan to increase total hiring by 19% and by 15% at the Bachelors degree level. On average these companies expect to hire between four and five individuals.
- **Small companies** (101-500 employees) show some residual weakness as hiring is lower for most degrees with the exception of Bachelor's and the MBA degrees. Hiring at these two levels help pull total hiring into the positive range, with companies reporting an average hire of 13 per company, up 4% from last year. There remains a high sense of uncertainty among this group of employers.
- **Mid-size companies** (500-3,999) are still dealing with serious economic challenges. They continue to shed jobs, reducing total hires by 3% this year (however, this is much better than the 11% decline last year). Hiring at the Bachelor's and MBA levels are relatively unchanged from last year. Like the previous group, uncertainty undermines the hiring intentions.
- **Large companies** (>4,000) decreased total hiring by 3% last year. This year these employers report a 4% increase for total hiring, averaging 134 hires per company. Nearly all of the hiring is concentrated at the Bachelor's level, where hiring will increase by 11.5%. They expect to hire approximately 103 Bachelor's level graduates per company. This growth places firms slightly below their projection of 114 Bachelor level hires per company made just before the economy crashed in the fall of 2008. This year the charge is being led by only a small segment of this group, as some companies are still reducing hiring. MBA's will enjoy a strong gain in employment among those firms, reversing several years of rather stagnate growth at this level (hiring will be up 13%). It also appears that large firms are holding together the Master's labor market along with the smallest firms. Hiring is expected to be up 4% at this level.

This chart reviews the actual hiring that each size category of firms expects to do for each degree level. The asterisk represents a significant increase in hiring in these segments.

Size	Associates	BA/BS	MBA	MA/MS	PhD	Prof	Total
Very Small	Increase*	Increase*	Increase	Increase*	Increase*	Increase	Increase*
Fast Growth	Increase*	Increase*	Increase	Increase	Increase	Increase	Increase*
Small	Decrease	Increase*	Increase	Decrease	Decrease	Decrease	Decrease
Med-size	Decrease	Increase	Increase	Decrease	Increase	Decrease	Decrease
Large	Decrease	Increase*	Increase	Increase	Increase	Decrease	Increase

In the chart below, the smallest companies, despite being more volatile, tend to consistently provide more opportunities for Bachelor's graduates. Large companies experience slow, predictable change with little increase in new jobs. This year may be a rare exception. While all groups show positive growth for Bachelor's hiring, firms in the largest 25% of the sample will be up 10%. Similarly, the smallest 25% of employers will increase bachelor hiring by 40%.



# Academic Major

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Historically in the *Trends* studies, the majors most eagerly sought come from engineering and business. Last year one-third of the employers indicated that they would seek qualified candidates for open positions from all academic majors. This year the percentage of employers seeking "all majors" expands to 36%. With our large sample of employers which more closely reflects the general mix of firms and establishments throughout the country, a wider array of opportunities arise than are typically encountered in on-campus recruiting activities.

At the Bachelor's level recruiting seems to be rebounding across most majors. A few week spots exist in healthcare, counseling and social work, and education. Some majors will see modest growth between 4% and 8%; a few could experience between 10% and 25% depending on the type of companies recruiting their major.

The figures reported in this section must be interpreted a little differently than in other sections. Respondents are asked to identify all the academic majors they actively seek this year (a list with 110 majors organized under four broad categories: business, technical , liberal arts and all majors). The change in hiring percentages does not reflect the change in hiring for a *specific major*. Rather, it reflects the overall hiring for the companies seeking that major. Each major can have a different mix of employers that can result in widely different percentage changes in hiring compared to other sections. Information in this section suggests tendencies rather than actual numbers being hired. For example, companies seeking BA/BS computer science majors for their talent pool are tending to increase, decrease, or hold hiring constant.

What emerges from this review of academic majors is:

- Employers place a priority on flexibility and are willing to look broadly for talent.
- Academic training that can bolster the company's internet presence has priority.
- Computer science, business and public relations majors will see an increase in opportunities.
- Entrepreneurial acumen and creativity remain in demand.
- Service-oriented companies bring a broader perspective on what defines a quality candidate compared to manufacturing, accounting, and banking — the historical collaborators in college campus recruiting — who tend to focus on technical skills.

✓ **Despite more opportunities this year, expect competition to remain fierce!**

**All Majors:** Over 1,600 companies indicated that they would consider any major for a position. Representing 36% of all respondents, this figure is at a historic high. For all technical and business majors, approximately one-quarter of the employers will be seeking them (a slight decrease from last year). Sixteen percent of the employers will seek all liberal arts majors, which includes the sciences, social sciences, and humanities, and will actually hire more new graduates than the other groups.

- All Majors: increase hiring 13%, averaging 38 Bachelor graduates per company.
- All Technical: increase hiring 19%, averaging 24 Bachelor graduates per company.
- All Business: increase hiring 18%, averaging 34 Bachelor graduates per company.
- All Liberal Arts: increase hiring 21%, averaging 40 Bachelor graduates per company.

**Agriculture and Natural Resources:** Approximately 385 organizations are looking for majors in these academic disciplines and will be increasing hires modestly from 5% to 12% this year.

- Environmental Science: increase hiring by 5%, averaging 19 Bachelor graduates per company.
- Agriculture: increase hiring by 12%, averaging 20 Bachelor graduates per company.
- Natural Resources: increase hiring by 10%, averaging 18 Bachelor graduates per company.

## Hot Majors

- All Majors
- Accounting
- Computer Science
- E-Commerce
- Entrepreneurism
- Mathematics
- Public Relations
- Computer Engineering
- Economics
- Marketing
- All Liberal Arts

**Business:** After a sluggish 2009-2010, companies seeking business majors are poised to pick up hiring strongly throughout the year. Last year accounting hiring was down, a rare occurrence, but will rebound this year. E-commerce and entrepreneurial focused students emerged last year as hot commodities. The 290 companies seeking students with this background prove that last year's expansion in this area was no fluke.

- Accounting: increase hiring by 17%, averaging 37 Bachelor hires per company.
- Finance: increase hiring by 15%, averaging 42 Bachelor hires per company.
- Economics: increase hiring by 22%, averaging 55 Bachelor hires per company.
- Marketing: increase hiring by 21%, averaging 30 Bachelor hires per company.
- Human Resources: increase hiring by 20%, averaging 37 Bachelor hires per company.
- Management Information Systems: increase hiring by 14%, averaging 39 Bachelor hires per company.
- E-commerce/entrepreneurism: increase hiring by 32%, averaging 53 Bachelor hires per company.
- All Other Business: increase hiring by 18%, averaging 37 Bachelor hires per company.

**Engineering:** Last year newly minted engineers faced a weak market and struggled to find positions. Their fate improves this year with strong gains likely for computer and electrical engineers, and more modest increases for chemical, civil, and mechanical engineers. Engineering technicians also appear to have more opportunities this year.

- Chemical engineering: increase hiring by 7%, averaging 25 Bachelor hires per company.
- Civil engineering: increase hiring by 3%, averaging 28 Bachelor hires per company.
- Computer engineering: increase hiring by 18%, averaging 47 Bachelor hires per company
- Electrical engineering: increase hiring by 16%, averaging 36 Bachelor hires per company.
- Mechanical engineering: increase hiring by 3%, averaging 28 Bachelor hires per company.
- All Other engineers: increase hiring by 15%, averaging 28 Bachelor hires per company.

**Physical and Biological Sciences:** Statisticians bloomed last year with companies newly interested in their services. While the same number of employers will seek statisticians, their hiring will be flat (down about 1%). Mathematicians, however, remain hot along with environmental science majors. Overall, BS scientists should be able to find employment, though only 500 employers in this sample are actively seeking these majors.

- Chemistry: increase hiring by 4%, averaging 34 Bachelor hires per company.
- Mathematics: increase hiring by 18%, averaging 64 Bachelor hires per company.
- Statistics: decrease hiring by 1%, averaging 25 Bachelor hires per company.
- Environmental Science: increase hiring by 20%, averaging 28 Bachelor hires per company.
- All Other Sciences: increase hiring by 13%, averaging 38 Bachelor hires per company.

**Communications:** After struggling for the past two years, some of the academic majors in this group seemed ready to pull out of the doldrums. Public relations and advertising appear to have some momentum for job growth. The demand for these majors provides early signals to both job contractions and expansions. If hiring for these two majors begin to substantially improve, we may be headed for a much stronger market than captured in this report.

- Communications: increase hiring by 12%, averaging 37 Bachelor hires per company.
- Advertising: increase hiring by 17%, averaging 15 Bachelor hires per company.
- Public Relations: increase hiring by 26%, averaging 17 Bachelor hires per company.
- All Other Communications: increase hiring by 7%, averaging 20 Bachelor hires per company.



**Health Sciences, including Social Work and Counseling:** The job market for these majors remains soft. Nursing, even in the midst of a shortage, will see hiring decline again this year.

- Nursing: decrease hiring by 4%, averaging 35 Bachelor hires per company.
- Social Work and Counseling: decrease hiring by 6%, averaging 22 Bachelor hires per company.
- All Other Health: decrease hiring by 11%, averaging 20 Bachelor hires per company.

**Computer Science:** Students graduating at all degree levels in computer science and related IT fields will have a favorable job market. Already in short supply, these students will see expanded opportunities due to the investments companies are making in technology (always a sign that jobs will soon follow).

- Computer Science: increase hiring by 18%, averaging 40 Bachelor hires per company.
- Computer Programming: increase hiring by 19%, averaging 33 Bachelor hires per company.
- MIS – computer: increase hiring by 18%, averaging 41 Bachelor hires per company.
- Computer Information Systems: increase hiring by 14%, averaging 40 Bachelor hires per company.
- All Other Computer Science: increase hiring by 18%, averaging 34 Bachelor hires per company.

**Social Sciences and Humanities:** Companies who are seeking these majors expect to increase the number of jobs available by around 10%.

- English: increase hiring by 9%, averaging 22 Bachelor hires per company.
- All Humanities: increase hiring by 16%, averaging 24 Bachelor hires per company.
- Psychology: increase hiring by 9%, averaging 20 Bachelor hires per company.
- All Social Sciences: increase hiring by 7%, averaging 20 Bachelor hires per company.

### Most Requested Majors 2010-2011

Major	Percent of Employers Seeking
All Majors	36%
Accounting	26%
All Business	26%
All Technical	25%
Marketing	23%
Finance	23%
Computer Science	19%
Communications	17%
Computer Information Systems	16%
MIS Computer Science	16%
Computer Programming	16%
All Liberal Arts	16%
MBA's	23%

# Hiring by Industry Sector

The Bureau of Labor Statistics' monthly report on jobs captures the growth in new positions by firms and establishments across the U.S. Table B-1 of their report provides year over year hiring by economic sector. Classifying *Recruiting Trends* respondents by their North American Industrial Classification code, comparisons can be made between actual labor market behavior and the forecast for jobs. For example, in the 2009-2010 *Recruiting Trends* report, both the accounting and legal sectors were expected to lose jobs. According to the B-1 table ending in September 2010, year over year figures show that these sectors did lose jobs at about the rate predicted in the *Trends* report.

BLS monthly job figures continue to suggest very sluggish growth from both the private and public sectors. However, our picture of the college labor market suggests actual growth in opportunities, especially at the Bachelor's level. A reasonable explanation is that **most of the opportunities being presented to college students this year are positions that already exist and have not been filled**. They may be unfilled positions that have been carried forward from the past several years because of (1) the lack of skilled candidates or (2) a hiring freeze during the recession. Many companies can no longer delay preparing for the retirement of boomers, necessitating immediate recruitment at colleges and universities. Since most "new positions" are created at small companies where growth is more subdued this year, we can assume that most of the vacancies reflect existing positions that companies now feel compelled to fill.

The following summaries reflect hiring changes in key economic sectors. Some sectors are reviving after several years of cutting back on hiring targets; manufacturing, retail, and professional services look particularly strong. Non-profits continue to show gains in Bachelor level hiring. Some sectors are still struggling, such as construction and health services. In reviewing these summaries, readers should keep in mind that some sectors only have a small number of organizations responding to the survey (agricultural production, mining, utilities, transportation and entertainment sectors) which makes broad generalizations difficult. Other sectors are well represented in the sample (professional services, manufacturing, government, education, health, and nonprofits) allowing for a wider generalization of their hiring patterns.

**Agriculture and Food Processing:** Production agriculture and support services companies expect to hire on average 32 Bachelor's graduates for a modest 2% increase. Apparent shortages of students trained in agricultural sciences and food sciences have forced some companies to carry forward positions for several years.

**Mining:** This sector includes oil and gas exploration, ore and mineral mining, and related support activities. Oil companies have multiple NAIC codes. Some have elected to be placed in manufacturing. While overall hiring will be down this year, the Bachelor's level will increase slightly with 28 hires per company.

**Utilities:** Total hiring in this sector is up because of strong hiring at the credential and Associate degree levels. Bachelor's hiring, however, will be down slightly, averaging 9 per company.

**Construction:** This sector continues to contract overall with total hiring down by 6%. The bright spot is that construction companies expect to hire more credential and Associate level graduates this year. Bachelor's level hires will average 21 individuals per company.

**Manufacturing:** Across the board, manufacturing employers are making strong hiring gains at all degree levels. Gone are the days when a manufacturing company would hire 100+ candidates per year. This year companies expect an average of 23 hires per company, of which Bachelor's comprise 18. This sector, despite the media view that it only exists in China, remains a critical component of college hiring. These companies have shifted from mass production to highly skilled design and manufacturing, requiring talent at every degree level.

**Retail:** Retail awakened last year with a small gain in employment. This year the growth continues, particularly at the Associate and Bachelor levels. While averaging 32 Bachelor hires per company, this figure still pales from the heady days just five years ago when retailers were hiring 77+ new graduates per year. But it is good to see them back despite low consumer spending.

**Transportation:** This sector is comprised of airlines, railroads, freight carriers, and freight logistics support. While airlines are showing life after making profits this past year, respondents are concerned with freight logistics and the movement of goods. Total hiring is up because of a strong demand for Bachelor's candidates (averaging 46 per company) but the number of Associates and MBA's will be reduced. Credential needs are up, reflecting the need for qualified long-distance truck drivers.

**Information:** This sector ranges from publishers to internet service providers. In the past, responses in this category have been sporadic. This year we captured a number of these companies, particularly in publishing, telecommunications, internet, and web providers. Over much of the last decade, this sector for all its glamour has lagged in generating jobs. This year hiring looks robust, particularly at the Bachelor and MBA levels. Companies will be hiring 39 Bachelor's graduates on average.

**Finance and Insurance:** After being stirred and shaken for the past 18 months, banks, financial services, and insurance companies expect to pick up hiring at all degree levels, except Master's and PhD's. Companies will be seeking 20 Bachelor hires per company. There could be significant variation in this sector, especially among banks where hiring has been limited. We broke out the hiring figure for these subsectors at the Bachelor's level, finding most insurance companies provide broad financial services:

- Banking Institutions: -3%
- Insurance: +23%
- Financial Services: +7%

**Professional Services:** Probably the most important for college hiring, this sector includes legal, accounting, architectural, engineering, computer, management, environmental, scientific, advertising, and marketing services. It is showing renewed vigor across many areas. Last year accounting firms were decreasing hiring by 4% to 6%. This year they project an increase in hiring of 7%. All degree levels will benefit with the exception of professional graduates (see legal services below), averaging 23 hires per company with 18 at the Bachelor's level.

Sector	Percentage Change	Average Hires per Company
Legal Services	-17%	4.2
Architectural Services	+28%	2.6
Account (CPA)	+7%	39.0
Engineering Services	+32%	4.2
Computer Services	>+100%	26.7
Management Services	+16%	19.8
Scientific Research	+30%	11.3
Environmental Services	+4%	1.9
Marketing/Adv/PR	+4%	7.0
Marketing Research	+4%	30.4
Other Services	+13%	19.6

**Education:** Many K-12 institutions are not in a position to report hiring needs for next year. Nearly 300 provided a forecast, with an additional 80 from other educational delivery organizations (higher education, tutoring services, and education consulting). Overall hiring will be down 6% from last year. These numbers should be considered preliminary and could change depending on local and state funding decisions for the 2011 school year. Among higher education institutions, there appear to be staff reductions occurring, except for the professorial positions which are not addressed in this report.

#### BA Hiring By Sector

Agriculture	+2%
Mining	+2%
Utilities	-6%
Construction	-12%
Manufacturing	+8%
Wholesale	14%
Retail	+37%
Transportation	+20%
Information	+2%
Finance and Insurance	+10%
Leasing and Real Estate	+15%
Professional Services	+42%
Administrative Services	+29%
Education	-6%
Health Services	-8%
Entertainment And Arts	+5%
Hospitality	+44%
Nonprofits	+12%
Government	+7%

**Health Services:** Health services remain a victim of the economy. With uncertainty on medical coverage and elective medical procedures being postponed, health services are in a holding pattern. Long range projections for health service positions show demand outpacing supply of trained technicians and professionals. However, in the short run, health services are reining in hiring by 8%. Labor statistics show that during the past year, hospitals cut staffing while ambulatory care facilities added staff. Projections in *2009-2010 Recruiting Trends* anticipated this hiring situation. This year we see hospitals continuing to reduce hiring opportunities by 7%, joined by ambulatory facilities where the decline will be 12%. The economy needs to turn upward in order to give this sector a shot in the arm.

**Non-Profit Organizations:** NPO's have become a central plank in the college labor market. The non-profit sector remains resilient even in the face of decreased donations and cessation of stimulus funding. Bachelor hiring is expected to increase by 12%, encouraged by an array of different types of non-profit organizations. Unfortunately, hiring at the other degree levels will not be as robust with declines expected for Associate's, MBA's and professional graduates.

**Government:** Hiring among government agencies was down sharply during the darkest period of the recession. This year hiring is expected to improve by 7%. Hiring will differentiate according to the level of government. State agencies expect to hire 18% less than last year, while local governments will increase hiring by 3% and federal agencies by 5%.

#### Key Economic Subsectors

IT Services	>100%
Engineering Services	+32%
Government (non-specific)	+25%
Insurance	+23%
Management Services	+16%
Accounting	+7%
Financial Services	+7%
Marketing/PR Advertising	+4%
Education K-12	-6%
Hospitals	-7%

The following chart summarizes the hiring by economic sector across degree levels. Only cells with sufficient information to provide stable hiring estimates have been included. Blank cells represent very low hiring at that degree level.

INC = Increase  
DEC = Decrease  
\* = Significant changes in hiring

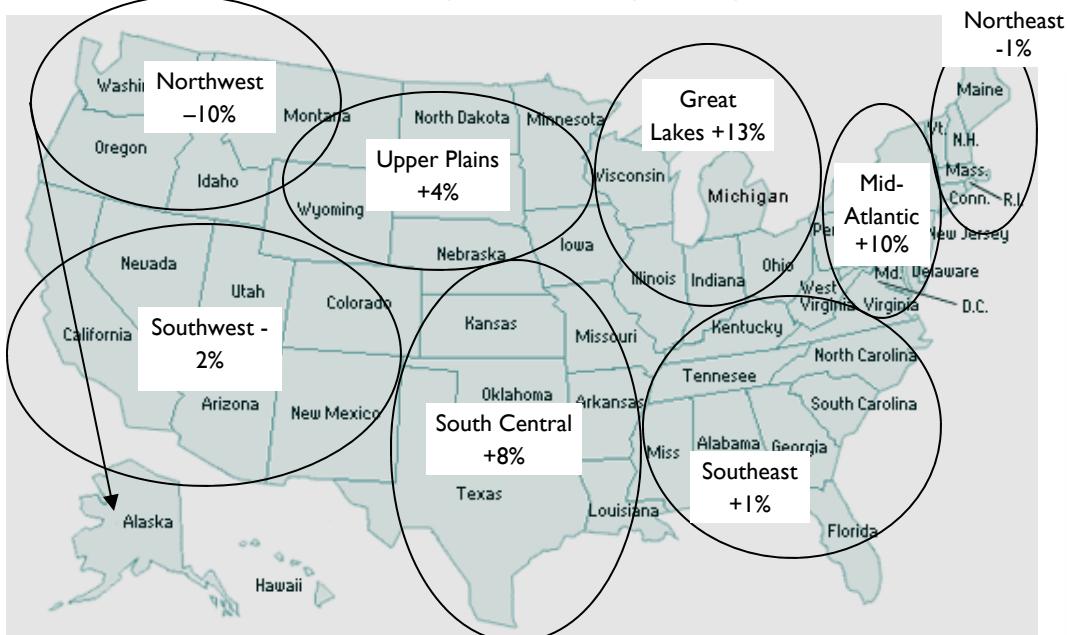
Sector	Creds.	Assoc.	BA/BS	MBA	MA/MS	PhD	Prof	Total
Ag. Prod.			INC					INC
Mining			INC					INC
Utilities	INC	INC	DEC					INC
Construction	INC	INC	DEC	DEC				DEC
Manufacturing	INC	INC	INC	INC	INC	INC	INC	INC
Wholesale		INC	INC	DEC				INC
Retail	INC	INC	INC	DEG				INC
Transportation	INC	DEC	INC	DEC				INC
Information	DEC	DEC	INC	INC	INC			INC
Finance/Ins.	INC	INC	INC	INC	DEC	DEC	INC	INC
Leasing/Real Estate			INC					INC
Professional Services	DEC	INC	INC	INC*	INC*	INC	DEC*	INC
Administrative Services	INC*	INC	INC	INC	INC	DEC	DEC	INC
Education		DEC	DEC	DEC	DEC	DEC	DEC	DEC
Health Services	DEC	DEC	DEC	INC	INC	DEC	DEC	DEC
Entertainment and Arts			INC					INC
Hospitality			INC					INC
Nonprofits		DEC	INC	DEC	INC		DEC	INC
Government	DEC*	DEC	INC	DEC*		DEC*	DEC*	DEC

Throughout the country it appears that the college labor market is slowly recovering, with only a few regions still showing signs of stress. Probably the most dramatic turnaround is among global employers who decreased hiring last year and averaged only 37 Bachelor hires per company. This year, based on a much larger pool of employers, Bachelor's hiring among global employers is up 6% as they will be averaging over 100 new hires per company. Also showing a good recovery are U.S. focused companies who recruit throughout the country. Their Bachelor's hiring will increase 12% (though total hiring only 5%) with companies seeking approximately 70 new hires each. For regional employers, the message is varied. The best news is that the Great Lakes states, which took the brunt of the recession longer than the rest of the country, are showing strong gains with Bachelor's hiring up 13%. The Mid-Atlantic states are also showing strong growth, followed by the South-Central states. Employers in the Northeast, Southwest and Northwest are not as positive, continuing to reduce hires, especially at the Bachelor's level. Hires per regional employer are fairly consistent across all regions, averaging between 13 and 24 Bachelor hires.

## Change in Hiring by Hiring Region

Region	Number of Employers	Change in Total Hiring	Change in BA Hiring	Average # BA Hires per
Global	211	+8	+6	109
USA	927	+5	+12	70
Northeast	386	+2	-1	18
Mid-Atlantic	506	+7	+10	24
Great Lakes	961	+6	+13	18
Upper Plains	375	+11	+4	17
Southeast	672	+1	+1	20
South-Central	470	+4	+8	21
Southwest	409	-3	-2	20
Northwest	297	-12	-10	13

## Change in BA Hiring by Region



### REGIONAL DEFINITIONS

- Northeast US (Maine, Vermont, New Hampshire, Rhode Island, Connecticut, Massachusetts)
- Mid-Atlantic US (New York, Delaware, New Jersey, Pennsylvania, Maryland, Virginia, West Virginia, Wash DC)
- Great Lakes US (Ohio, Michigan, Indiana, Illinois, Wisconsin)
- Upper Plains US (Minnesota, Iowa, Nebraska, North Dakota, South Dakota, Wyoming)
- Southeast US (Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, North Carolina, South Carolina)
- South-central (Oklahoma, Kansas, Texas, Louisiana, Missouri, Arkansas)
- Southwest US (Arizona, Utah, New Mexico, California, Nevada, Hawaii)
- Northwest US (Alaska, Idaho, Washington, Montana,

# Recruiting Strategies and Hiring

A range of strategies are available for organizations to find talent. Most of them use multiple methods. The top usage is posting positions in a college's employment system, posting on the organization's web site, and internships. A more telling figure is the percentage change in hiring for each strategy. Employers requesting resumes from campuses, using faculty to help identify talent, and employing social media are poised to make the largest gains in hiring. The use of social media is still limited to only 28% of these employers, predominantly among larger employers. The figures reported in the following tables generate some important questions for college career offices.

Upon performing a factor analysis on the different recruiting strategies, four distinct categories emerged. In a comparison across company size groups the following associations stood out:

Recruiting Strategy Usage			
<u>Campus Oriented</u>			
Post Positions	80%	▪ Arranged Events (fairs, campus interviews, campus visits): accommodates large companies and the larger end of mid-size employers.	
Internships & Co-ops	61%	▪ Agent Connections (resume referrals, faculty, internships, employees): accommodates larger companies, fast growth and small organizations.	
Career Fairs	54%	▪ Situational (ads and state & local job boards): accommodates small and mid-size companies.	
Resume Ref.	41%	▪ Web-based (campus recruiting systems, social media, national web providers): all size groups utilize the same except that social media is almost exclusively utilized by large companies.	
Campus Info Visits	40%		
Faculty Interviews	36%		
	33%		
<u>Organization Driven</u>			
Company Web	68%	<b>How well do you mine your employer data base?</b> One of the most important skills for today's undergraduate is the ability to analyze, manipulate, synthesize and create knowledge from data sets.	
Current Emp.	49%	The same skill needs to be applied by career services offices. Strategic mining of databases can be used to identify employer habits and tendencies in hiring, as well as preferred and core skill sets of actual hires. The more you know your customer, the better service you can provide. To what extent do career centers link placement data to employer recruiting records? The result could facilitate more effective connections between students and faculty specific to employers' most critical needs.	
Social Media	28%	Imagine informed recommendations similar to any online shopping site (thanks Amazon!) which suggests other items of interest.	
<u>External Agents</u>			
National Provider	49%	<b>Do you know how to broker talent through the use of resume referrals?</b> It is not simply packaging up a pile of resumes that match a set of basic requirements and sending them to an employer. A more strategic approach would build a profile from the request to identify a group of candidates that meet the employer's needs based on a multitude of "fit factors." Now that is service!	
Off-Campus Fairs	26%		
Local/State Web	24%	<b>Can you make the connections in the talent development pipeline?</b> From facilitating faculty in their role as talent identifiers, connecting students to activities—especially internships, co-ops, research, and entrepreneurial activities—that promote talent development, and linking employers to both parties, the role of talent developer is more dynamic than being just an event planner.	
Targeted Fairs	22%		
Ads	33%		
Consultant	20%	<b>How long will the buzz of career fairs last?</b> Okay, everyone is hiring today and career fairs are full, but they still are not an effective way to recruit talent. This dinosaur will gorge in the next couple years (during chaotic markets) but then be a quaint reminder of the 1950's.	
		<b>Is everyone on your campus on the same page with regards to internships?</b> Internships and co-ops remain the most strategic hiring strategy available to employers, which explains why on-campus interviews are down. Yet on many campuses the people responsible for internship programs are scattered across various departments and are seldom on the same page. Time for a "one for all and all for one" effort.	

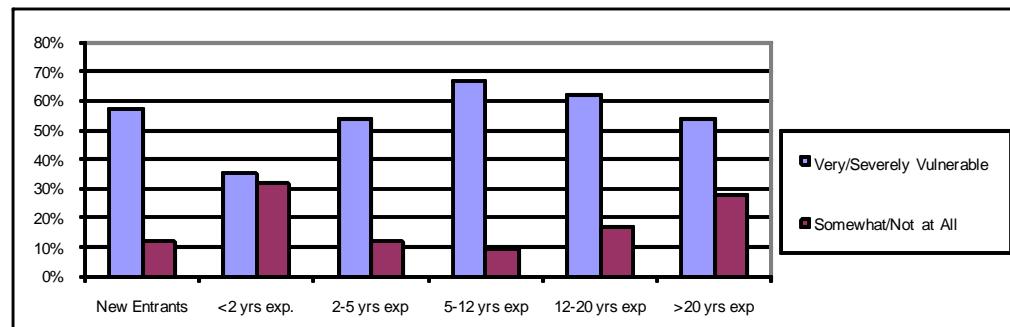
**Does type of institution make a difference in where employers target recruiting?** Four year public and private institutions, along with historically Black and Hispanic serving institutions, fare about the same in terms of where recruiters focus their efforts. Four year for-profit and graduate degree institutions don't show as much gain from the previous year, but should still experience an increase in recruiting activity.

	Average Number of Hires per Company	Percentage Change in Hiring from Previous Year
<b>4 Yr Public Institutions</b>	<b>27</b>	<b>+9%</b>
<b>4 Yr Private Institutions</b>	<b>32</b>	<b>+10%</b>
<b>4 Yr For-profit Institutions</b>	<b>33</b>	<b>+2%</b>
<b>Graduate Degree</b>	<b>31</b>	<b>+5%</b>
<b>Historic Black Colleges</b>	<b>87</b>	<b>+9%</b>
<b>Hispanic Serving Institutions</b>	<b>102</b>	<b>+8%</b>

**Who's vulnerable?** Last year we asked this question, concerned that young adults were going to have long term career problems if they did not become engaged in the labor market, or if the start of their careers were derailed by disruptions in the economy. Stability in the early stages of one's career is important to long-term productivity and job satisfaction. Not until the second or third job out of college do graduates find that their education really kicks in as increased responsibilities draw upon a deeper set of skills, knowledge, and judgment. Vulnerability in the workforce refers to the certainty of advancing beyond the entry level.

Sixty per cent of last year's respondents considered new college graduates *severely to very severely vulnerable* to disenfranchisement in the current economy. This year's responses have only moderated slightly, with 57% believing that first time entrants are *severely vulnerable*. Young adults with two to five years experience are in a better position to sustain their progress along a career trajectory, but 35% of employers also consider them to be *severely vulnerable*.

Before describing the recent labor market as one which favors older workers, consider a national labor market where more than a million workers are so discouraged that they aren't even looking for work. Older adults above 55 comprise nearly 28% of these former workers (see *USA Today* November 8, page B1). The employment participation rate which had been surging for older workers has fallen backwards. Twenty-eight (28) percent of our respondents indicated that this age group was also *severely to very severely vulnerable*. Both ends of the labor market are being squeezed with potentially dire consequences for the long-term economy.



**Don't tread on my job!** Last year employers conveyed a clear message to graduating students that the jobs that were being made available would be reserved for them and not given to an experienced worker seeking employment or interested in switching jobs. The message is even stronger this year with 61% of respondents saying that they would not consider experienced workers for the positions currently allocated to new graduates.

- 61% would "infrequently" or "occasionally" consider an experienced worker.
- 23% "sometimes" would consider an experienced worker.
- 16% would "frequently" or "very frequently" consider an experienced worker.



# Shaping College Hiring

**Priming the job engine.** What factors may be contributing to job growth or hindering employers from committing to hire more workers? Respondents were asked to consider 14 factors associated with the labor market, indicating whether the factor had a positive or negative impact on job growth in their organizations. Based on their score the factors were grouped accordingly:

Impact on Hiring	Job Market Factors
<b>Positive</b>	Productivity of current workforce Retirement of eligible workers Alignment of workforce needs with networked systems
<b>Neutral</b>	U.S. economic growth Spending by company on technology and production Consumer spending Competitive labor markets Merger activity
<b>Negative</b>	Credit availability Government debt Healthcare costs Competition from Europe and Asia Interest rates

Using factor analysis to cluster these variables, four groups were constructed: stimulus (economic growth, credit and company spending); competition (Europe, Asia, mergers); labor structure (productivity, organization spending, alignment); and wild cards (retirement, government debt, and health costs). Overall, labor structure is more positively associated with job growth, while labor impediments have a negative impact. However, several tests of individual variables found no significant relation between them and the job growth reported by these organizations. More surprisingly, there is no indication that retirements are influencing hiring at this time.

**Not in the game!** Between 500 and 600 employers indicated they did not hire last year nor intend to hire this year. Are there any cautionary features of this group we need to be aware of?

- **Size:** The majority are in the very small or fast growth categories.
- **Sectors:** Manufacturing and professional services are the largest contributors, but non-profits and finance employers are over-represented.
- **Subsectors:** More non-hiring employers were in insurance, accounting, engineering services, education, business and professional organizations, and state and local government agencies, including agencies concerned with environment, parks, and natural resources.

**Please join the party?** More employers would come to the table if the uncertainty they faced was lessened. Nearly 1,200 respondents indicated that they were waiting for “corporate to give go-ahead,” “still waiting to set targets,” or simply “just do not know our timing.” These respondents provided no hiring numbers and only words of caution. Their characteristics include:

- **Size:** These respondents were mid-size and large employers, nearly 50% of this group.
- **Sectors:** Manufacturing and professional services were most common, but government and health services appeared more than expected. Also appearing were retail, information services, education, and financial services.
- **Subsectors:** More respondents were from insurance, computer and technical services, staffing agencies, hospitals, and some government agencies.

If these organizations join the hiring party, let’s hope they bring jobs with them. Employers who indicated the “hiring with uncertainty” option and provided their hiring targets plan to reduce hiring by 23%, averaging 9 hires per company.

**And now for the rest of the story!** Paul Harvey always had an interesting twist to his stories, and his tag-line fits well with the 2010-2011 situation. The simple tale would be that Bachelor hiring is up 10% across the board. We examined the distribution curve of the difference in hiring between last year and this year. If the curve was normal, we could expect to see a general rise in hiring across the board. However, the Bachelor's curve was not normal (and the MBA's curve was bi-modal, requiring a different explanation). Instead, everyone is tightly packed around the mean, with some adding a few jobs and some shaving a few jobs off. Visually, the Bachelor's curve looks like a straw or slender popsicle stick. The problem is an outlier group on the positive side that is pulling away from the mean. Another image would be a lava lamp where a blob has just detached from the bottom and is slowly rising.

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Two methods exist to create the curve. The first option looks at the change in hiring between the two years. The downside of this approach is that an organization that did not hire last year (starts at zero) but will hire this year is kicked out of the calculation—because dividing by zero is not permitted! The second approach simply looks at the *raw difference* in hiring between the two years and accentuates the size advantage of the biggest organizations.

Starting with the raw differences, the **outliers** can be described as:

- **Large firms** (50% of the group) with some medium size firms.
- Firms represent **manufacturing, finance (primarily large banks), professional services and the federal government, with health services and retail emerging.**
- Those with hiring targets of about **220 individuals per firm**, a 37% increase in hiring.
- They are **very positive** about the economy, especially economic growth, credit availability, consumer spending, and spending by company on job growth.

When we examine the percentage change group, the composition includes:

- **Fast growth and small firms** (57%) with some medium size firms.
- Firms representing **manufacturing, finance, and professional services** including NPO's.
- Those with hiring targets of about **21 individuals per firm**, a 230% increase in hiring.
- Those **positive about the economy**, especially economic growth, consumer spending and the Chinese economy.
- Those concentrated in the **Great Lakes** region (30% of the group).

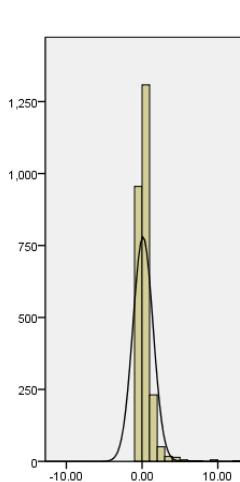
Together, we have a two-headed team comprised of:

1. **Very large organizations** that have recovered economic momentum, have access to credit, expect consumers to begin spending, and are not fazed about government related issues.
2. **Small rapidly growing companies** that have growth potential, have access to capital, do not feel threatened by China but are concerned about issues facing the U.S. government, and have pushed ahead of the pack in terms of seeking new college talent.

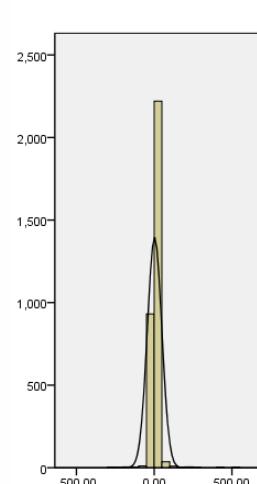
**It's in the timing!** This past spring many campuses witnessed a flurry of recruitment activity after a slow winter. Nearly 40% of the employers from last year's report indicated that they were more likely to begin hiring in the spring than the fall. And they showed up! In response to the same question, 35% of this year's group indicated that hiring would take place in the fall and winter months, while 23% felt that hiring would begin in the spring and summer of 2011. The remaining 42% are projecting a re-energized market 12 to 24 months into the future. In other words, you won't have to cancel spring break vacations as it appears the hungriest employers have already been on campus:

- **Hiring fall 2010:** These employers will increase hiring by 16%, averaging 45 Bachelor's level students per company. It appears they will be aggressive early and then out of the market if they find what they want.
- **Hiring spring 2011:** These employers will increase hiring by 1%, averaging 16 Bachelor's level students per company.
- **Hiring summer 2011:** These employers will increase hiring by 9% with an average of 15 Bachelor's level students per company.
- **Hiring later:** Whether they see hiring recovering in late 2011 and 2012 or even later, these employers will reduce hiring this year between 5% and 15%.

**METHOD 1**  
**Distribution of respondents by % change in hiring.**



**METHOD 2**  
**Difference between hires last year and projected hires this year.**



**Recruiting: Campus Focused Strategies**

	% Change in Hiring	Average Total Hires per Company	% Change in BA Hiring	Average BA Hiring
Post in On Campus System	6%	34	12%	27
Internships	3%	38	10%	30
Career Fairs	3%	52	9%	41
Resume Referrals	11%	43	18%	35
Campus Visit	4%	64	11%	51
Faculty	7%	54	16%	45
On-Campus Interviews	6%	58	12%	48

**Recruiting: Other Strategies**

	% Utilizing	Change in Total Hiring	Change in BA Hiring	Average BA Hires per Company
Current Employees	57	+4	+5	32
National Web Provided	52	+3	+3	29
Social Media	26	+14	+13	50

# Positions Filled!

**Slots to Fill**

Accounting	19%	Employers target new hires for a broad range of positions within their companies. Traditionally, the top recruited majors have consistently been from business and engineering disciplines.
Services	16%	
Customer Sales	15%	With the expansion of our sample to over 5,000 employers, we see a more uniform mix of functions being filled. Nearly 20% of employers are filling accounting positions. But with the exception of computer services/engineering among the top ten, most of the positions can be filled with a talented candidate from any academic major.
Marketing	14%	
Adm. Services	14%	
Computer Science & Engineering	13%	Overall, employers are seeking to fill a variety of positions, requiring different combinations of skills and talents. We have been following the level of sales and marketing positions. Just five years ago, sales and marketing positions were being sought by 50% of the employers responding to the survey. With a weakened economy, this figure has eroded to 29% for the last two years. The trend in this position is an indicator of the direction of the labor market. The impotence of this statistic suggests that the job portion of the economic recovery still has not taken-off.
Business Serv.	12%	
Human Res.	12%	
Information Mgt.	11%	
Management Training	11%	

# Starting Salaries 2010-2011

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For the past two years, employers have held the line on salary increases. Again, 80% of respondents will not raise salaries, though 17% (a slight increase from last year) will raise salaries by 3%. The number reducing salaries has declined from last year to 4%, but this group expects to reduce starting salaries by 9%

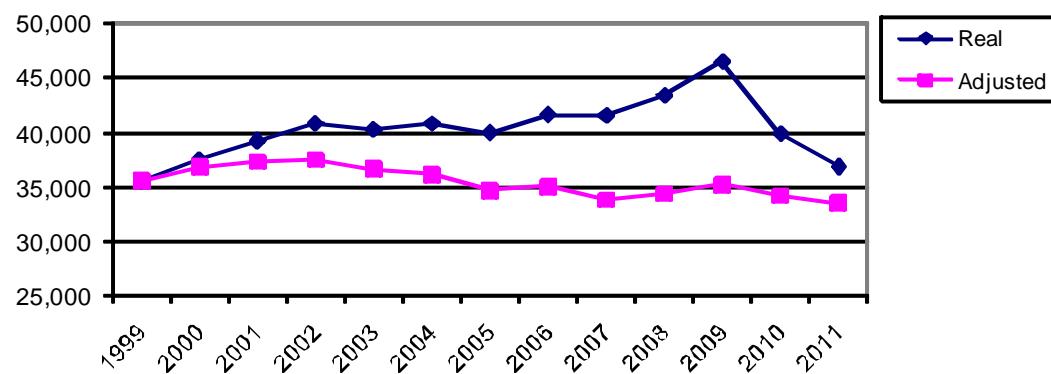
Remember the words "signing bonus?" Do not expect to hear them again soon (though when you do it is a sure sign that things are heating up) as only one percent of employers plan to use signing bonuses, primarily for advanced degrees in engineering and computer science. Performance bonuses at the end of the first year are much more likely with 5% indicating that they have performance bonuses tied to starting salary in place.

The larger sample provides more salary information than we have had available in the past. It is hard to draw patterns between last year and 2010-2011. The general impression suggests that salaries have held at the same level as last year in business and engineering. Salaries, however, in the social sciences, communication, humanities and sciences appear to be slightly lower than last year. Starting salary seems to be stalled for MBA's with a wide salary range from \$40,000 to \$90,000.

The average starting salary at the associate degree level across all majors is estimated to range from \$32,500 to \$39,900, depending on academic program. At the bachelors level (based on all reported salaries), the figure ranges from \$36,500 to \$40,000. The average for companies seeking "all majors" (as opposed to targeted disciplines) at the bachelor's level is \$36,500 (slightly lower than last year).

The following chart tracks the average starting salary (all majors) from 1999 to present. Salaries have been adjusted based on 1998 as the index year. Since 2001-2002, starting salaries have failed to keep pace with inflation.

**Starting Salaries For All Bachelors 1998-99 to 2009-10  
Real and Adjusted (1998 Index Year)**



## Selected Salaries

Associates Bus	\$32,420
Associates Eng.	\$39,960
Associates Comp.	\$34,415
Bachelors All Majors	\$36,866
MBA	\$56,247
Accounting (MS)	\$50,512
Engineering (MS)	\$60,145
Computer Science (MS)	\$59,209
Engineering (PhD)	\$78,368

## Selected Bachelors

Accounting	\$41,841
Finance	\$43,411
Marketing	\$37,812
Supply Chain	\$42,930
Human resources	\$38,924
Public relations	\$35,309
Advertising	\$33,780
Computer Sci.	\$47,176
Computer Prog.	\$49,229
Chemical Eng.	\$53,269
Civil Eng.	\$48,133
Electrical Eng.	\$55,375
Mechanical Eng.	\$53,964
Nursing	\$43,938
Environ. Sci	\$39,010
Chemistry	\$40,190
Mathematics	\$41,806
Psychology	\$34,264
Liberal Arts	\$35,445
Agriculture	\$37,946

# Internships

**Hires:** One observation over the past several years is that internship and co-op hiring has comprised a larger portion of a company's hiring target. During the recession, internship hiring was cut back, but the reductions were not as drastic as cuts to full-time placements. Employers were asked about their intentions for hiring interns during 2010-11.

- 60% of the respondents indicated they would be hiring interns.
- Internship hiring would range from 1 to 4,500, with an average of 25 per company (the median = 4 and the mode = 2).

We asked respondents to indicate what percentage of their total hires this year would be interns and co-ops. The average response was 35% (ranging from 0 to 200). However, this question proved problematic as some companies keep full-time hiring separate from internship recruiting. Some companies do not connect the two and others just said "we do not think that way."

**Compliance with Department of Labor:** The Department of Labor's restatement of the six-prong test for unpaid internships has had repercussions throughout for-profit companies, non-profits and government agencies. Here are some of the intended or unintended results:

- Decrease in or elimination of opportunities (organizations simply cannot pay interns).
- Too costly to hire and train.
- Change in terminology from interns to consultants or related term.
- Reduced professional exposure for students in some disciplines.

*"It's not good. We've had to turn away several people who want to learn because the school won't allow us to hire unpaid interns. It doesn't help us, doesn't help the student, and doesn't help the institution. If the student could command a high wage for a decent position, they would take that position. Other students just want to learn through internships and unfortunately we cannot offer those opportunities."*

**Challenges:** In rough economic times, even the best organizations are stretched to maintain their internship programs. Asked what were the biggest challenges they faced in maintaining or expanding their programs, the typical responses follow below.

- Lack of or inconsistent support from upper management.
- Inadequate funding (especially among non-profits).
- Connections with academic institutions for finding the right students and scheduling the experience.
- Insufficient time for training and insuring proper supervision.
- Loss of interns to competitors when hiring begins.
- Students who are frequently described as poorly prepared, unrealistic expectations (money), unreliable, and really not interested.

Many of the comments focused on students, as these two quotes illustrate:

*"They are not always reliable. I spend time emailing, then have the phone interview, and a face-to-face interview, they agreed to the internship, and then don't show up."*

*"Interns need to be taught etiquette, how to speak, to stay busy, etc... It is more of a willingness to learn and work. I'm getting a lot of, "what is the minimum I can do and still get away with being here and getting credit." It is a maturity issue but I see it in all of the age ranges."*

# Global Hiring of U.S. Trained Students

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Total enrollment of foreign students in undergraduate education at U.S. colleges and universities will soon reach one million. They are being recruited in large numbers to keep the seats filled at many institutions (same in New Zealand and Australia). When these students graduate they have expectations they will have employment opportunities with U.S. companies for at least the year remaining on their visas. There is a big disconnect between the assumed promises when recruited to attend college and the reality for employment when they graduate. Yet, we have a global economic structure where many U.S. companies operate across many other countries. In fact, they are in the home countries of many of the students. How well connected is the hiring strategy between the U.S. company and its global operations? What type of pipeline exists to channel foreign students through internships and post-graduation work experience back to positions in their home country? We tackled these issues in a lengthy set of questions about global hiring of U.S. educated foreign students. Presented here are some preliminary findings pursuant to a longer report on this topic to be issued shortly.

- Twenty (20) percent of the respondents indicated that their organization had operations outside the U.S.
- Only 19% of these firms knew the hiring targets for operations outside the U.S.
- The percentage of total new college hires comprised of foreign students was 20%, but the median ranged from 5% to 10%.
- The role that the U.S. college recruiting unit plays in hiring for positions outside the U.S.:
  - 86% are not involved.
  - 5% direct candidates to their website.
  - 2% source international hiring to intermediary firm.
  - 6% source directly to home country.
  - 1% connect to alumni back in home country.

# Recruiter Issues

**Core Campuses:** Last year we posed this question to learn that employers generally maintained between two and six in their core group. If the job market was beginning to return to health, we assumed that employers may begin to widen their core recruiting schools. While some employers literally recruit at hundreds of schools, the figures stay the same as last year (even with a much larger sample). Most employers have five to six core schools (the most common number was 5) and the average was 11 schools.

**Career Fairs:** Employers were queried on the importance of on-campus career fairs to their college recruiting program compared to five years ago. Thirty-four percent do not attend career fairs, either they are too small to bear the cost of attending or their recruiting strategies focus on other means of identifying talent (usually their internship program). Twenty-one percent (21%) said it was less important while 23% felt that fairs were more important than five years ago. The final 23% reported no change in importance over time.

There are advantages to attending career fairs, especially for volume recruiting when a company needs to attract a high number of candidates to their recruitment pool. Respondents commented on the advantages associated with career fairs. Clearly, the overwhelming rationale for attending a career fair is company branding – extending recognition throughout the student population. Other key reasons centered on:

- Meeting a large number of diverse students face-to face.
- Networking with career staff and faculty.
- Initiating the sorting process for interviews.

One recruiter described career fairs as serendipitous events in which just the perfect candidate may appear unexpectedly.

Career fairs are plagued with disadvantages even among the more ardent supporters. As one recruiter summed it up, "It's all about travel, apathy and false sentiment." The list of extends beyond the positives, including these:

- Costs in time, staffing, and fees mean low returns on investment (ROI).
- Atmosphere: chaotic, impersonal, disruptive, and crowded.
- Students are unprepared and unmotivated; hold faulty expectations; request H1B and F1 status; fail to respond to follow-up inquiries; they often don't turn out to the event.
- Top talent may not even attend fairs.
- Competition for space, access to students, visibility (especially small employers), and one-up-man-ship between companies.
- Legal implications with regards to acceptance of resumes.

One recruiter characterized fair attendees as "lots of tire kickers." But the most telling statement was from a recently retired VP who accepted an assignment to lead recruiting efforts. Walking into the fair, he said, "felt like I had walked back 15 to 20 years in time."

We asked, "If you have problems with a method that is not covering costs, what recruiting events would you suggest replace the fair?" Respondents shared their ideas and let out frustrations on some of the current trends on campus. Some wanted event access limited to juniors, seniors, and those who have been screened as mature and ready for internships or full-time employment, because they can define their career interests and know what they are looking for. Freshman and sophomores, often attending to earn extra credit for a class, make a bad situation worse. Some wanted fees reduced. A general consensus is that colleges and universities are soaking employers for all aspects of recruiting and it is "eventually going to back-fire," as one respondent stated.

The more thoughtful suggestions centered on these ideas:

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- **Virtual career fairs:** Hold a national career fair for all students during the month of September (some employers stated that by mid-October they have already identified who they want in their pool).
- **Venue changes:** Speed fairs or round robins where the small groups of students are in rooms, designated by interests, and employer has ten minutes to talk about their company then moving to the next group. This could be followed by interest sessions with students more serious about the company.
- **Networking:** Expand opportunities to interact with students through student groups, information sessions, on-line technology such as chat nights.
- **Company hosted fairs:** Where students are brought to the company
- **Coordination with career services:** Better filtering of students attending fairs and more collaboration to identify appropriate pool of students to work with.
- **Forums:** Switch from career fairs which are one-time events to a sequence of forums to engage student interest and determine fit between companies and prospective students.

**Virtual Interviewing:** The use of web based visual technologies, such as Skype, has entered the interview process. Distant interviewing has been attempted with earlier technologies, but failed to gain a foothold in campus recruiting. Web systems seem more promising because of ease of use and relatively low cost. Currently, only 25% of the respondents have used virtual interviews with 19% conducting one or two a year and the remaining 6% using them regularly.

These employers report that virtual systems are more effective than in-person interviews in reaching a broader pool of candidates and lowering the costs of the interview. However, in-person interviews remain more effective in gaining rapport with candidates, determining skills and abilities, and learning candidate's motivations and interests.

**Social Media Literacy and positions:** Social media belongs to those adept at functioning in that space. As companies move into social media for all aspects of their businesses, you would expect that social media literacy skills would become a part of entry level job descriptions. However, 80% of respondents indicated that their companies do not ask for social media skills; 7% list it as a necessary skill and 13% as a preferred skill.

New social media related job titles are emerging in the popular media, futurist forecasts, and actual job announcements. Positions labeled social media planner, e-strategist, social media manager, social media coordinator, and social media community manager have appeared in employment lexicon over the past year. However, when asked if their companies are recruiting for any of these positions, less than 2% indicated that they were.

# College Recruiting Issues

**Are Students Prepared?** When the times get tough, the tough get going. That old adage might apply during this recession. The idea that students, compelled by the tight job market, would make every effort to be well prepared for the job search process seemed like a rational assumption. To test it, we asked employers to rate how well prepared today's students are compared to students five years ago, when the economy was relatively good.

In good times or bad, students seem to fall short of employer expectations. It does appear that some students are not humbled by economic conditions, arriving with misguided expectations and a general lack of maturity. Only in the area of resume preparation have employers reported an improvement. Even the attributes listed under "Prepared the Same" are rated slightly below the mid-point of the scale. No wonder it is so hard for them to catch up once they leave the university.

Less Well Prepared	Prepared the Same	Better Prepared
Realistic career expectations	Interact with employees	Resume presentation
Express career interests and direction	Interview preparation	
Professional maturity	Knowledge of company	
Professional demeanor		
Articulate skills and competencies		

**How does your school stack up?** Regardless of the type of institution, faculty and staff make efforts to assist students in their transition into the workplace. Individual campuses vary widely in how they address transition preparation. We asked employers to rate different types of institutions on students' preparedness on (1) the hiring process and interviewing, (2) content knowledge required for the work assignment, and (3) ability to adapt to the workplace. These are broad sweeping generalizations that give us a starting point for a national conversation on improving the alignment between education and the workplace. The mid-point of the scale was 3 (adequately prepared), with lower scores being less well prepared. The data suggest that all institutions have to do a better job in developing career and workplace readiness with their students.

	Prepared for interviews and pre-hiring processes	Prepared in content knowledge required for work assignment	Ability to adapt to and fit into work environment
Credential earners from 2 year institutions	2.08	2.35	2.49
Associate degree graduates from 2 yr institutions	2.27	2.47	2.60
Bachelor's degree graduates from public and private institutions	3.04	3.07	3.10
Associate and bachelors from for-profit institutions	2.78	2.83	2.86

**Can the Liberal Arts survive?** I am not in a position to answer this question. However, various groups I have conversed with are very concerned about the long run viability of a liberal arts education. The apparent assault on liberal education is coming at a time when creativity and innovation are necessary and essential skills in the economy. These elements of the economy can trace deep to roots to liberal education, where learners had the freedom to explore and cross-boundaries. We asked respondents to indicate whether their CEO or organizational leader espoused the value of liberal arts within the organization. For 28% liberal education is not something that the CEO or company espouses, with another 47% indicating that liberal education was a non-issue in their companies. This leaves 26% of organizations that believe in liberal education to the extent that a commitment has been made to hire qualified students from a liberal arts background.



As another way to determine how liberally educated students stack up against professionally trained students, respondents were asked to pinpoint the talent that their organization typically seeks on a scale ranging from “very broad liberal education” to “very specific educational training.” Only 15% sought candidates who had more liberal than specific training. Another 31% placed themselves in the middle, a balance between specific and liberal education. On the specific side of the scale, 12% wanted slightly more specific training than liberal, while 41% sought candidates with specific training.

The liberal arts faculty have taken the high ground philosophically when it comes to the workplace. Their belief is that by properly training the mind to think, students can transition and succeed in any endeavor. Unfortunately, employers' demands to immediately deploy a well-trained hire on a specific task overrides this belief. Liberal arts institutions must re-examine how they present themselves and articulate the value the liberal arts brings to the workplace. They are going to have to come down from the mountain.

**Skills and Competencies for Science Majors:** With national attention on accelerating the number of graduates in STEM (science, technology, engineering, and mathematics) disciplines, every effort must be made to insure that students are prepared for a scientific workplace. Unlike engineering, science disciplines' accreditation bodies do not always focus on workplace skills. In an effort to get ahead of the curve, we asked employers hiring physical and biological science majors what key competencies are needed to successfully transition into the workplace. This is a brief and preliminary synopsis of some of the material they provided.

- Genuine mastery of their discipline of study, allowing them to contribute educated opinions.

*“Often students are trained to regurgitate information they've read elsewhere, but the highly qualified students are those that can analyze, digest and produce original insight.”*

- Command of the basics: write, communicate, summarize, report. Ability to maintain confidential material.

*“Sadly, another area that is greatly lacking has become verbal and written communication skills. We have encountered Ivy League graduates with awful grammar and spelling errors on their resumes. We pay people to deal with the highest levels of the Armed Forces, The DOD and other Federal agencies. When they can't even write a proper sentence or address a letter to one of these women or men, it is embarrassing and hurtful to our business.”*

- Experience: have professional training before entering the workplace.
- Diverse skills in problem solving and scientific method.
- Clinical and laboratory skills.
- Ability to adapt to the professional business environment as well as ability to conduct field work.
- Balance of technical knowledge with interpersonal skills, including the ability to communicate technical information to non-technical people.
- Project management skills: conceive, plan, conduct, report.

*“Highly analytical thinking with demonstrated talent for identifying, scrutinizing, improving, and streamlining complex work processes.”*

- Understand regulations governing environment, test protocols, etc.
- Willingness to learn.

# Profile of Respondents

**Sampling Strategy:** We obtained the sample using several different strategies to assure a representative mix. In addition to inviting employers who had participated in our *Recruiting Trends* study over the last two years, we also targeted approximately 1,000 organizations identified as fast-growth companies. An intentional effort was made to invite employers in industries and focus areas of high interest to students (i.e., green industries). We were also fortunate to have 120 colleges and universities across the country invite their employers to participate in the study. The result is the largest and most diversified sample we have had to date,

Approximately 5,800 employers attempted the survey. Of those, 4,600 provided enough information on their hiring intentions for 2010 – 2011 to be included in the analyses in this report. Complete hiring information was provided by 3,714 firms, organizations, government agencies, and school districts.

<b>Size (employees):</b>	Average	8,402
	Median	150
Very small	1-8 employees	10%
Fast Growth	9-100 employees	34%
Small	101-500 employees	23%
Medium	501-4000 employees	18%
Large	over 4001	15%

## Types of Schools Recruiting

2 year public colleges for credential candidates	21%
2 year public colleges for associates	30%
4 year public colleges for bachelors	88%
4 year private colleges for bachelors	66%
2 & 4 year for-profit colleges	12%
Institutions that offer advanced degrees	46%
Historic black colleges	18%
Hispanic serving colleges	13%

## Locations

Recruiting Regions	Percentage	Key States	Percentage
International	6%	Illinois	6.8%
Entire US	25%	Ohio	5.5%
Northeast	10%	North Carolina	5.0%
Mid Atlantic	13%	Michigan	4.6%
Great Lakes	26%	Florida	4.5%
Upper Plains	10%	Wisconsin	4.5%
Southeast	18%	New York	4.2%
South Central	12%	Montana	3.7%
Southwest	11%	California	3.7%
Northwest	8%	Texas	3.6%
		Minnesota	3.5%

# Final Thoughts

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Although *Recruiting Trends 2010-2011* reports a more positive outlook, its release coincides with rather gloomy labor market news from other fronts. The recovery in the college market does not run deep at this time. Graduating students need to realize that the market is very competitive. I could give a litany of advice but let me share some thoughts provided by employers:

*"Make contacts and connections everywhere you go in your chosen field. Volunteer at an organization you would love to work at—we hire volunteers many times for paying positions because we know them. Take time to write an exceptional cover letter and resume that will dazzle the employer, not end up at the bottom of the pile. Make sure it highlights your skills. I didn't have a high undergraduate GPA, but I had tons of field experience which is what I highlighted as a 'hook' to draw potential employers in. Follow application instructions, send thank you cards (not emails) and call if you haven't heard about a job—persistence is a positive thing and shows you want to work for me and my organization. Go to conferences in your field and talk to presenters. Treat your job search like dating—you're courting the organization where you want to work."*

*"Focus on long-term career and not short-term positions. Find a mentor and learn from them on what realistic expectations are for your career advancement."*

*"Be realistic—don't assume since you have a degree that you are worth more than you are. Know how a business works so you can fill the needs of the company and not just do enough to get your paycheck."*

There are more opportunities this year than I anticipated earlier this summer. This does not mean that the job search will be easy. **Small, fast growth companies** are poised to hire, but they are invisible to most young adults. Research growing businesses in the area you want to live, or contact a faculty member to see if they know a recent graduate who has started a business. **Large companies** have returned in force, filling positions left vacant for the past two years. You will have to follow the above advice if you want to be considered as a candidate. Remember many of these companies plan to hire early and only return in the spring if their hiring targets are not filled.

It is clear that the country is far from **NORMAL**. The economy is certainly not returning to its production base, despite the public rhetoric. New industries and services will emerge and old ones will slowly and disruptively fade away. The political environment will produce high levels of uncertainty as the parties try to retain control of what they know, rather than move ahead into the unknown. Part of that unknown will be handling the huge debt we face. The Obama commission of debt reduction has already laid out the challenge, and already forces are lined up to protect old interests rather than thinking of a new future. It will be up to today's young people to "right the ship." Our challenge is to align them with opportunities they can build on and not leave them wandering lost, hoping something good happens. We cannot afford the loss in creativity, knowledge, and the energy they bring to society.

My message for students remains the same: **BE FOCUSED, DIRECTED, AND CONNECTED.**

This year will be challenging once again. May our students find success!

*Phil Gardner*



# Trends Supporters

The following institutions, organizations and firms assisted the Institute in soliciting employers to participate in the 2010-2011 Recruiting Trends project. Their efforts were outstanding with the highest number of respondents ever. If you are searching for talent, look no further. Contact the organization nearest you!

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